

Deputy Under Secretary of Defense (Logistics and Materiel Readiness) [DUSD(L&MR)]

– Diane K. Morales, DUSD(L&MR), and her staff are collaborating with the Services' headquarters and Materiel Commands, the Joint Staff, US Transportation Command (USTRANSCOM), US Joint Forces Command (USJFCOM), the Defense Logistics Agency, and industry to attain integrated, enterprise-wide end-to-end customer support within the Future Logistics Enterprise (FLE). FLE is the Department of Defense strategic program to implement new national-level, best-practices approaches to weapon system management, end-to-end customer support, and enterprise integration. The FLE long-range programmatic timeline parallels those of the Services and Chairman, JCS, in documents such as Joint Vision 2020. However, initiatives already implemented and currently in progress will see the FLE firmly rooted in Defense logistics in the near term.

The fundamental premise of FLE is that program managers (PMs) for weapon systems and executive agents (EAs) for common commodities such as food, conventional ammunition, and fuel must be responsible for end-to-end warfighter support. End-to-end support includes supply chain demand planning, supply chain design, and fulfillment arrangements. Provisioning of repair parts and commodities will be based on *capability requirements* and realistic *support expectations* established through *performance agreements* between the customers (i.e., weapon system operators or combatant commanders) and the providers (weapon system PMs and commodity EAs), collaborating initially and continuously with fulfillment enablers such as purchasing, transportation, and warehousing.

DoD national-level policies – logistics, fiscal, and other – are under continuous review and being changed as necessary to facilitate the FLE and remove impediments to capability-based, end-to-end customer support. To implement these concepts, organizations are transforming from functional, modal, or nodal “stove-pipe” cultures to cross-enterprise customer-focused cultures. Defense Department components at all operating levels are establishing behavior-inducing metrics to achieve those cultures (i.e., the Balanced Scorecard management approach developed by Drs. Robert Kaplan and David Norton), and resources and accountability are being realigned accordingly.

Effective support to the warfighter requires that logisticians depart from their perceived traditional “swim lanes” – for example, the DUSD(L&MR) is partnered with USJFCOM to aggressively engineer the “to be” joint deployment process (JDP) for which JFCOM is designated the DoD lead. USTRANSCOM and the Joint Staff are also JDP partners. Deployment and sustainment must be harmonized to provide complete end-to-end support, as they both compete for lift and priority, and both are part of any supported combatant commander’s overall demand planning scenario.

In summary, the Future Logistic Enterprise defines the “to be” DoD logistics model for *operationally effective*, capability-centric warfighter support. Efficiencies will result, too, as byproducts of reliable, time-definite, customer-focused supply chains that banish the uncertainty and lack of visibility of the past, reduce the logistics footprint in combatant theaters, and liberate combatant organizations from managing strategic supply chains.